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PROJECT EARNING POWER, GRANT RD-1806-G. HISTORY AND FINAL REPORT.

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NATIONAL SOCIETY FOR CRIPPLED CHILDREN AND ADULTS

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DESCRIPTORS- *HANDICAPPED, *MANUFACTURING, *REHABILITATION PROGRAMS, SHELTERED WORKSHOPS, HOME PROGRAMS, HANDICRAFTS, *DEMONSTRATION PROGRAMS, PROGRAM DESCRIPTIONS, PROGRAM EVALUATION, VOLUNTEERS, NEW YORK CITY, CHICAGO, ILLINOIS, LOS ANGELES, CALIFORNIA,

THE PURPOSE OF THE PROJECT WAS TO APPLY CURRENT KNOWLEDGE, METHODS, AND TECHNIQUES IN INDUSTRIAL DESIGN AND PRODUCT DEVELOPMENT TO REHABILITATING THE HANDICAPPED BY USING THE LABOR FORCE AVAILABLE IN SHELTERED WORKSHOPS AND HOMEBOUND PROGRAMS. DEMONSTRATION PROGRAMS WERE ESTABLISHED AS TASK FORCES IN CHICAGO, NEW YORK, AND LOS ANGELES WITH THE HELP OF VOLUNTEER SPECIALISTS IN INDUSTRIAL DESIGN, PRODUCT ENGINEERING, MARKET RESEARCH, BUSINESS MANAGEMENT, AND RETAILING. SOME OF THE PROBLEMS ENCOUNTERED WERE (1) MANY DESIGNS WERE MORE ADAPTABLE TO MASS MACHINE THAN TO THE PROJECT PRODUCTION, AND MANY LACKED SUFFICIENT MARKETING APPEAL, (2) SOME ITEMS WERE TOO SEASONAL IN APPEAL, (3) THE WORKSHOP DIRECTORS WERE NOT ALWAYS ABLE TO EXPERIMENT WITH NEW DESIGNS, (4) THE HOMEBOUND PROGRAMS WERE NOT ALWAYS ABLE TO SUPPLY ENOUGH SKILLED WORKERS FOR QUANTITY AND QUALITY PRODUCTION, (5) MANY WORKSHOPS LACKED NECESSARY MACHINERY, AND (6) WORKSHOP DIRECTORS TENDED TO RESIST NEW OR ADDITIONAL RESPONSIBILITIES. DESPITE THE PROBLEMS, THE WORKSHOPS IN EACH CITY ADDED NEW PRODUCTS, PRODUCTS WERE PRODUCED AND SOLD, AND THE MACHINERY WAS ALTERED FOR USE BY THE HANDICAPPED. RECOMMENDATIONS CONCERNED FUNDING FOR A LONGER PERIOD OF TIME, REORGANIZING THE GOVERNING STRUCTURE, ESTABLISHING LABORATORY SHOPS, ESTABLISHING GEOGRAPHICALLY CONVENIENT CENTERS FOR PRODUCING AND MARKETING THE ITEMS AND PURCHASING RAW MATERIALS, AND MARKETING ON A NATIONWIDE BASIS AIMED AT DIFFERENT MARKETS SUCH AS GIFT, SOUVENIR, INTERIOR DESIGN, AND BOUTIQUE. (MM)

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FINAL

HISTORY AND ~~PROGRESS~~ REPORT

* PROJECT EARNING POWER - GRANT RD-1806-G

Report Period Ending: February 28, 1967

Date Report Prepared: May 31, 1967

Grantee Organization: National Society for Crippled Children and Adults, Chicago, Ill.
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SECTION I - SUMMARY

I. Previous to February 1965, an idea developed by the Women's Committee of the President's Committee on Employment of the Handicapped centered around beautiful arts and crafts products which handicapped people could make.

II. In August 1965, a broader philosophy was developed and original concept was changed to "Designer Products by the Handicapped".

A. Use of members of Industrial Designers of America as volunteer designers.

B. Production by severely disabled labor force available in Sheltered Workshops and Homebound Programs.

C. Products to be sold in open market competition on the basis of their beauty and usefulness, rather than "help the handicapped".

III. Volunteer Task Forces established in Los Angeles, Chicago, and New York to carry out the goals indicated in II.

IV. Three (3) offices, with paid staff, established in these three (3) cities - costs underwritten by a grant from OMPER.

V. Three (3) Schools of Design involved, also, in the three (3) cities: (1) Parsons - New York, (2) Institute of Design, Illinois Institute of Technology - Chicago, and (3) UCLA - Los Angeles.

VI. In January 1967, the Los Angeles Task Force completed "demonstration" by selling 1400 units of their gift line to Bullock's Department Store.

VII. The Chicago Task Force began production of "candlelight clusters".

VIII. The New York Task Force began production of laminated placemats and three (3) soft goods items.

IX. Arthur Rissman resigned as of February 28, 1967, and Mrs. John (Margaret) Langdon, A.M., Ed.D., was appointed Acting Project Director.

SECTION II - INTRODUCTION AND HISTORY

From the original concept of the arts and crafts grant ("to further create employment opportunities for the handicapped through the development of marketable arts and crafts items"), the working purpose of Project Earning Power evolved; namely, to apply the most current knowledge, methods, and techniques found in the professional practice of industrial design and product development to the physical and economic rehabilitation of the handicapped by using the labor force available in Sheltered Workshops and Homebound Programs.

It was decided to operate the project by combining the resources of volunteer specialists in industrial design, product engineering, market research, business management, and retailing. It was further decided that the facilities of established institutions of higher learning in industrial design should be involved also. It was hoped that constructive employment opportunities for the severely handicapped in Sheltered Workshops and Homebound Programs could evolve from this project.

It was further hoped that there might be a therapeutic value in the day-to-day assignments which would add to the individual's earning power and, therefore, his sense of achievement.

Project Earning Power began with the Vocational Rehabilitation Administration's Arts and Crafts Grant No. RD-1806-G in February 1965. It was renewed for a second year.

The purpose of the Arts and Crafts Grant was to create further employment opportunities for the handicapped through the development of marketable arts and crafts items. In order to achieve this, the Women's Committee of the President's Committee on Employment of the Handicapped had determined that a proper approach would include the following:

I. Student Design Competition - To supply marketable designs to the handicapped workers, a contest was held in Spring 1965, and the results were meager. Accordingly, we conferred with the heads of three (3) Schools of Design: (1) Parsons School of Design, (2) Institute of Design, Illinois Institute of Technology, and (3) the Industrial Design Department of UCLA, to seek their counsel in the proper use of design students as a resource in solving the problem at hand.

II. Stella Sloat Collection of Women's Fashion Design Items - Through the contacts of Miss Stella Sloat, in the women's fashion design industry, a collection of soft goods boutique items were organized for the purposes of improving the design quality of such articles made by the handicapped. This collection has been on display on various occasions, and items from the collection have been retail-

tested, patterns have been made available to proper agencies, and several of the designs have been included in the Manual of Designs, which was distributed to Workshops.

III. Project Earning Power Design Manual - This manual was compiled during the first year of the grant for distribution as indicated above. The manual includes not only soft goods items, but craft and industrial concepts as well. It should be noted that in issuing such a manual, the following elements must be taken into consideration:

A. Availability of appropriate raw materials for the execution of the designs.

B. Adequate instructions for production and appropriate marketing guidance.

This manual does not go into depth on these two points.

IV. Atlantic City Showcase - This "showcase" was opened during the first year of the grant to provide a showcase for the arts and crafts merchandise presently being produced by the handicapped and, further, to provide a retail site for any further merchandise the Arts and Crafts Project might develop. This retail effort was accomplished by emphasis upon the handicapped, to promote understanding and sympathy. This aspect of the project was terminated since it did not prove to be a feasible business involvement for the merchant who provided the space.

V. 16 MM Motivational Film, "The Fire Within" - This film was made and distributed by the President's Committee on Employment of the Handicapped to promote the Arts and Crafts Project throughout the country. This film was distributed by the President's Committee to all Governor's Committees, where it is available upon request.

VI. Creation of Project Earning Power - The Project Director recommended to the Policy Committee of the Arts and Crafts Project that the inquiry at hand be shifted from an arts and crafts orientation to an industrial design orientation. His reasons were as follows:

A. The actual skill input that could be realistically expected of the handicapped as artists and/or craftsmen could not be expected to exceed the prevalence of such talents among the non-handicapped. Although rehabilitation centers do offer arts and crafts programs, these programs are based more on their therapeutic expectations than on the economic viability. The competitive economy relies on industrial design for its product needs. Therefore, it would seem more logical to assume that the handicapped would have to rely on the same design resource for their economic needs.

B. It was pointed out that handicapped labor cannot compete with automation. Using industrial design concepts (i.e. designs specifically designed with skill limitations as a specification), the handicapped might well acquire those precise skills that are in demand in the general economy.

C. The Project Director also recommended that if schools of design could become thoroughly familiar with this design problem, a continuity could be established whereby future industrial designers could step in and carry the work forward. Further, professional volunteers were not in a position to do substantial research, whereas the schools are. Also, schools could train a small cadre of knowledgeable people to carry the work forward beyond its initial stages.

D. Since there is a scarcity of top design, production engineering, and marketing talent on the national level, it was pointed out that it would be advisable to work in the three (3) communities where such talents were concentrated in the hopes that enough volunteer talent could be activated to point the way toward the ongoing solution.

Project Earning Power was able to obtain official sponsorship of the Industrial Designers Society of America and the National Association of Sheltered Workshops and Homebound Programs. On the basis of this support, the project began. Additional funding was obtained from OMPER to provide staff help, office space, and the necessary product development funds.

SECTION III - METHODOLOGY - OPERATIONAL PLAN

The following plan is in effect in New York, Chicago, and Los Angeles. It has been developed through usage and experience.

Each Task Force is headed by an Industrial Design Chairman, with an Executive Committee whose members are, in the main, Chairmen of the various Committees that comprise the Task Force itself. As information accumulates, the effectiveness of this group becomes more pronounced.

There are the following Committees in each Task Force: Rehabilitation, Design, Production, and Marketing, plus a coordinating volunteer group to manage the business of the Task Forces as Project Earning Power enters the product stage.

1. Rehabilitation - The Rehabilitation Committee is comprised of physicians and other rehabilitation specialists. These men take the initial responsibility of introducing the design profession to the rehabilitation potential of their clients and patients. This has been done by lecture, demonstration and recommended reading. The following booklets have been especially useful: "Interviewing Guides for Specific Disabilities: Arthritis and Non-Articular Rheumatism, Diabetes, Mental Retardation, Visual Impairments, Epilepsy, and Orthopedic Disabilities", "Concepts in Rehabilitation of the Handicapped", and "This Is The President's Committee on Employment of the Handicapped".

Stress has been placed upon product development as a means of accelerating the rehabilitation of those who are working their way back to the general economy through employment in either Sheltered Workshops or Homebound Programs, as well as those terminal clients who are unable to secure any other form of employment. Project Earning Power's product development plan takes as part of its basic concern the fullest use of the human resources present.

It is with this thought in mind that the designers then visit Sheltered Workshops and Homebound Programs. Notations are made and questionnaires completed concerning the clients, the equipment, the management and experience records of each agency.

The designers also make their contact with the Executive Directors of these agencies. However, it has also been essential to involve Board members of the same agencies at this stage.

Accordingly, the field of rehabilitation is covered from the rehabilitation center to the agency level, and than to the actual Workshop and Homebound Programs themselves.

II. Design - The Chairman of the Design Committee is an Industrial Designer, since that discipline is best able to coordinate the wide range of design talent (craft, fashion, graphics, etc.) into product development. Please note that this is an established practice not unique to Project Earning Power. A parallel example would be the extensive use of Industrial Designers by the State Department in the development of underprivileged economies.

After the Design Committee has assembled preliminary information, the research on product directions begins. This research is not based on prior products, which is usually the case in product development, but is actually speculation about product potentialities.

These potential directions are presented in rough form for a design "workshop tack-up". This "tack-up" of designs is used to expose the Production Committee and the Marketing Committee to the consideration of the Design Committee.

After the "tack-up" has been reviewed by these two Committees, the Designers then revise and develop only those designs which received the most promising ratings. It is from that distilled group of drawings that the next stage of product development begins.

In preparing detailed drawings out of this number of designs, the Designer is in touch with both Marketing and Production. As a result, a prototype of the product is developed. The prototype is assigned to a Workshop, accompanied by a specification sheet of materials, including the source and purchase price.

The Designers and the production heads begin to adjust (or "match") the prototypes to the manufacturing facilities and vice versa, to the point where they are ready for a trial run.

The schools develop their own research, working with the Sheltered Workshops and Homebound Programs first and the Marketing Committee next when they have arrived at prototypes. The school has complete academic freedom of inquiry----yet when they come up with an appropriate product, it may be activated on the Task Force level.

III. Production - The Production Committee is comprised of volunteers and Directors of Sheltered Workshops and Homebound Programs. The volunteers are mainly production engineers and businessmen with background experience in light manufacturing.

The engineer specialist is brought in by the Industrial Designer at the proper point of product development. However, the business persons with product background have been generally useful from the beginning stages on through. A volunteer businessman is Co-Chairman of Production in Chicago now.

In planning items for production, there is no policy regarding whether it is best for the Workshops and Homebound Programs to work in concert or take items in their entirety. This is an area that will require more experience, especially where the number of clients in individual programs may run so low that a combination of programs is necessary to create earning power for the clients as employees.

IV. Marketing - This Committee is comprised of persons and firms in the fields of marketing analysis, motivational research, as well as department stores, direct mail specialists, and merchants' associations.

It is their responsibility to review and research the directions suggested by the Design Committee and then provide retail demonstrations for the finished products. No product goes into production without a bonafide order from the Marketing Committee.

The plans for marketing are developed by the Marketing Committee, and vary from item to item. However, there is mutual agreement that there will be no "sympathy selling". The retail demonstration is to be in strict accordance with regular business procedures.

All merchandise will be modestly identified as DESIGNER PRODUCTS BY THE HANDICAPPED. It is planned to establish legal use of the Project Earning Power symbol in this connection.

The designs being used in the project are owned by the designers. The understanding is that they will be used at the retail level minus customary fees.

Sales will be handled and recorded by the retail organizations who purchase the product from the agencies shipping same. The wholesale cost to the merchant will reflect all contributed services in its markup.

V. Management - Since this is a business demonstration as well as a rehabilitation demonstration, business management services become necessary. These services commence as a Task Force reaches the product stage.

The Management Committee is guided by the Steering Committee and is comprised of persons with sufficient community standing and business background so as to command respect and gain cooperation with the Task Force.

These volunteers all take time away from earning a living in order to be active with their Task Force. Equally competent people, with free time at their disposal, are needed to manage the non-technical business of Project Earning Power.

Project Earning Power established its present format in mid-August 1965, at which time the three (3) Task Forces were firmly established and the three (3) cooperating design school programs were arranged. By Spring 1966, sixty (60) volunteers were attached to the project, with products ready for trial production during July, August, and early September. OMPER funding became available July 1966.

I. Chicago Task Force

The Chicago Task Force started activities in June 1965. Indoctrination was begun with a meeting for Industrial Designers at the Rehabilitation Institute of Chicago, demonstrating the movement capacities of the physically handicapped and the intellectual capabilities of the retarded. Design directions were then formulated during July and August 1965, for selection in September, with 168 drawings submitted.

A questionnaire was developed and circulated to determine the range of skills found in the individual agency Workshops and one Homebound Program. A survey was made which included an analysis of both available equipment and participation potential of both clients and management.

The next step was to discover what degree of inter-agency cooperation could be established in a mutual product program. This was both an organizational and indoctrinating effort.

The following conclusions were reached. It was established that the most practical procedure was to select only typical Workshops, working with no less than three (3), nor more than five (5) agencies at any one time. Further, that these agencies be capable of coordinating their efforts. Prototypes were developed for specific shops to match, as an exercise in determining their performance levels.

Analyzing the achievements, the following main conclusions were reached:

A. No further effort would be made to go beyond the average marginal skills of the clients at this time.

B. The Task Force design its opening product line to utilize (1) the minimum average skill of the client, and (2) the maximum use of the agency's facilities. No items from the original 168 submitted were selected for production.

An extruded aluminum taper holder called "candlelight clusters" fulfills these two requirements. They are hand-finished and packaged by the Task Force Workshops. The package includes a selection of tapers, as well as three (3) taper holders which range in size and color.

The Chicago School for Retarded Children, the Shore School and Training Center, the Chicago Association for Retarded Children, and the Cook County Department of Public Aid are, at present, working on the candlelight clusters. They have orders for the "clusters" from Marshall Field & Company; Carson, Pirie, Scott & Company; and Kroch's & Brentano's.

Complete demonstration is being prepared for a line of crafted souvenirs, which also fulfills these two requirements. Work on a clear, acrylic cube is (as of February 28, 1967) in its final stages. (A trial run of several hundred items with various designs is the next step.)

Institute of Design, Illinois Institute of Technology

A team of upperclassmen and graduate students entered Project Earning Power in the Fall semester, September 1965, and executed a general survey of agency Workshops and Homebound facilities. This survey was handled by teams, each team concentrating on a specific agency. As a result, it was decided to concentrate their efforts on a single line of products that could be assigned on an inter-agency production basis, yet marketed as one entity.

It was decided that I.D. design a line of "educational playthings". A complete line was executed totaling thirty-three (33) inter-related items. The prototypes of these products were made available to the Chicago Task Force for consideration. However, no marketing has been attempted on this line.

In the Fall 1966, a three-year arrangement was started with Goodwill Industries of Chicago, the Institute of Design, and the Chicago Task Force. This is a total program, beginning with this year's work, of thorough analysis of present operations. Since Goodwill Industries is planning new production facilities, the Institute of Design will become a party to these plans, as well as recommending new directions for present items. It is structured on a product development principle, involving both used products and discarded by-products. A complete re-evaluation of the product elements in Goodwill's current system is essential, as it relates to the rehabilitation of Goodwill's clients via product activities. A re-examination of Goodwill's total business operation is involved also.

Mr. Jay Doblin, Director of the Institute of Design, has reported that 80% of the first year's work is finished at this time. It is a complete analysis of Goodwill's organization, embodying history, work flow charts of their present operations, resume of what they are doing now, and recommendations for their future operations. This report is expected to be finished before the first of June, so that planning may be started to include the working portion of their

recommendations in their Fall semester (September 1967). This study will provide valuable information for Workshop operation elsewhere.

II. New York Task Force

This Task Force coordinated the product design talents of various kinds of designers in the New York area from its inception. Therefore, their total design team includes women's fashion designers, craft designers, interior designers, as well as industrial designers. During the first period of the grant, a Manual of Designs was published and distributed, which included product designs from these resources. Work has been done on both coordinated product lines and individual items. This Task Force has developed liaison with marketing channels that parallel this range of products.

The New York Task Force has arranged for trial runs on a plastic shower slipper for which they have arranged a retail demonstration. Also, five (5) items that require moderate sewing skills have been accepted for retail demonstration. Provisions have been made for their production as well.

There has been a re-activation of interest in sewing skills in New York and nearby Connecticut through the work of this group. These designers are also seeking introduction in ways other than sewing by the use of plastic adhesives.

There are two other items that are on priority in New York. One is a plastic, laminated placemat made of wallpaper. The other is an architectural sign for special volume order selling. There are Workshops now developing the prototypes on these two items.

Parsons School of Design

The Industrial Design Department at Parsons entered Project Earning Power in September 1965, and began to study the problems of the handicapped in Workshops and Homebound Programs for the express purpose of designing products that can be sold profitably in the New York area. Students visited most of the facilities available. The whole spectrum of the handicapped was examined. .

During this period, Parsons made extensive inquiries into the conditions of the homebound, as it related to product production. As a result of this experience, it was decided that services to the homebound could not be started effectively until the product had considerably more technical and business information at its disposal.

After full review of the concepts that had been developed at Parsons, it was the decision of the school that the range of the handicapped problem was too great to be dealt with in generalities. Therefore,

it was agreed that the school would single out and apply their previous findings to a specific Workshop dealing with the handicapped. The mentally retarded were selected for their three-year inquiry.

Parsons is now working on such a program in the New York area, and selecting one shop for the purpose of creating a model that can be used as new Sheltered Workshops reach their planning stage.

A site has been selected with the cooperation of the agency, with the purpose of determining what product lines are pertinent to that agency's program. Close collaboration will be maintained so as to allow the students to understand problems unique to this facility.

Further, the school has entered into an agreement with an architectural firm to assist in the planning of state facilities for the retarded which would include a Sheltered Workshop. The plan is to gain initial insight from working with the agency for the retarded that is now in operation, and then begin to apply findings to the Workshop that is being planned in cooperation with the architects in charge. This will allow the school to include environmental and human factor studies.

III. Los Angeles Task Force

The Los Angeles Task Force was organized in August 1965 and determined that its first assignment would be the selection of a series of products best suited to light manufacturing conditions, as represented in the Sheltered Workshops of greater Los Angeles. Investigation was carried out which indicated that a gift houseware line would be best for this purpose. The design team and marketing specialist then coordinated their efforts toward this end.

By the time the field office was set up in August 1966, prototypes had been analyzed and accepted by the Task Force Workshops, marketing arrangements had been made for the product line, and proper legal action had been taken to allow the Workshop to enter into a business demonstration. Phoenix Products, Inc. was established.

Methods and procedures manuals were done in cooperation with industrial engineering consultants, funded by the Division of Vocational Rehabilitation of the State of California. Raw material sources, sub-assembly fabricating sources, prices, controlled production costs, raw material purchases, delivery schedules, and packaging plans were completed. The retail demonstration schedule began in October 1966. A line of gift housewares (twelve (12) items) was developed, produced in pilot quantities by six (6) Sheltered Workshops, and marketed during the 1966 Christmas season by Bullock's chain of department stores in Los Angeles. Bullock's

sales results were excellent - selling out the entire run of approximately fifty (50) sets (600 units), with the request for more merchandise and to handle the line exclusively in Los Angeles on a continuous basis. As Los Angeles has completed its demonstration, it is now necessary to go into a larger production phase. Current funding through VRA and OMPER grants is not adequate to do this, hence the Los Angeles Task Force has applied for additional funds from the Economic Development Administration in the Department of Commerce. A $100,000 loan was arranged in February 1967.

University of California

The first part of UCLA's program in Project Earning Power involved upperclassmen and graduate students of the Industrial Design program, who made a survey of the Workshop facilities in greater Los Angeles, plus reviewing all available literature in the field of rehabilitation that might apply to the problem at hand. With these two as a basis, the school then instigated consultation with selected departments on campus, such as Business Administration, Rehabilitative Medicine, Product Engineering, and Social Studies, to determine a balanced approach. Next, the Department of Design developed a plan for an actual product survey on an inter-departmental basis.

The plans originally worked out by UCLA have been changed due to a shift in personnel. The new department head is directing students toward the study of "individual products" which may be made in large quantities by people for people. This is contrary to the frequent industrial design school inquiries which are based on designing "mass-produced" products to be made by machines for people. The school is concentrating on identifying product areas, rather than designing specific products.

The students have begun a three year program of motion picture filming, with these tentative plans:

A. Overall philosophy of Project Earning Power.

B. Product development and marketing.

C. Design methods used.

The purpose of the films is to provide professional visual aids for Workshops eventually entering the project.

The combined report of the work of the three (3) schools will provide an unusually fine basis for a Workshop operations checklist. Business administration, new product development, market analyses, and outlets are to be included. The additional dimension of training students of design in an understanding of Workshop operation and product development is not to be overlooked.

SECTION IV - PROBLEMS ENCOUNTERED

I. Designing

A. Designs not suitable for Project Earning Power from a work safety, management, or quality control point of view.

B. Designs more adaptable to mass machine production than Project Earning Power production.

C. Designs not containing sufficient marketing appeal to warrant retail sales that would be profitable to Project Earning Power.

D. Items that require a large sales organization for their support.

E. Items that are too highly seasonal or novel in their appeal.

F. Items that require an initial investment in equipment, then cannot be amortized profitably during this demonstration.

II. Production

A. Workshop Directors are not always able to experiment with new designs, and bring them to prototype and then to production.

B. Workshop Directors sometimes resisted concept of production of a product line instead of, or in addition to, sub-contracts.

C. Homebound Programs, where sewn items might be produced, were unable to supply enough skilled sewers for quantity and quality production.

D. Lack of machinery in Workshops necessitated purchase of new machines, which had to be adjusted for use by the handicapped. (Note: OMPER money was used for purchase of machinery.)

E. Time-workload studies and cost accounting procedures were not found to be present in all Workshops.

F. Administratively, Workshop Directors carry a very full load and, therefore, tend to resist new or additional responsibilities.

SECTION V - SUMMARY OF PROGRESS AND POSITIVES TO DATE (2-28-67)

I. Positive Results

A. Despite the list of problems encountered (see Section IV), the Workshops in each city have taken on new products.

It soon became evident that only two (2) or three (3) Workshops should be involved in the demonstration phase (Los Angeles used four (4), Chicago used three (3), and New York used two (2), as well as the Homebound Program of the Connecticut Society for Crippled Children and Adults).

B. Products were produced and sold.

C. Machinery was altered for use by the handicapped.

II. Recommendations And Needs

A. Continued funding for a longer period of time than two years (taken care of by both VRA and OMPER).

B. Reorganization of the governing structure of the project. (To be taken care of by eventual transfer to a new non-profit corporation known as Project Earning Power, Inc. At present, jointly sponsored by the President's Committee on Employment of the Handicapped and the National Society for Crippled Children and Adults.)

C. Establishment of two (2) or three (3) "laboratory" shops for the purpose of finding out production problems before taking a product to established Workshops.

D. Establishing Project Earning Power with geographically convenient centers for production, marketing, and the purchase of raw materials.

E. Marketing to be done nationwide, but aimed at several different markets as gift items, souvenirs, interior design, and boutique.